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Recruitment process for small foreign companies in Seinäjoki.

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Thesis abstract

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The aim of this research was to try to understand the recruitment process that are used by small foreign companies in the Seinäjoki area.

The thesis will begin by identifying important terms like human resource, international recruitment and further understanding the processes in recruitment. The secondary data collection part will cover these main topics by defining and explaining the main topics in-detail. Further in the research part the thesis will try to describe how the recruitment process has been conduct in the actual small foreign companies in Seinäjoki area.

The method of collecting data that was used in the thesis was semi -structured interviews and the analysis process was through qualitative content analysis. The participants in the research were existing foreign entrepreneur and employees that are employed by these foreign companies.

The conclusion of the thesis presents the structure and process of these foreign companies and how they are similar or different from the main stream recruitment processes.

Keywords: Human resource management, Recruitment, The Process of Recruitment, foreign companies.

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Terms and Abbreviations

CV	Curriculum Vitae
HRM	Human Resource Manager
CEO	Chief Executive Officer
TE-palvelut	Employment office in Finland
Ravintola	Restaurant in Finnish
Toiminimi	private/sole trader, or company name

1 INTRODUCTION

1.1 Study background

Moving around the Seinäjoki city centre, it is easy to spot many small food businesses, specifically the foreigner cuisine like Chinese, Turkish, Nepalese and the like. Having already done an internship and worked for these kinds of foreign companies, the researcher observed minimal number of staff and mostly the main owner doing most of the activities. This made the researcher think and want to further understand how these businesses functioned and operated. however, the researcher decided to select the recruitment department, be-cause the sampled group either have one individual carrying out all activities in the business or have not more than 3 employees. This gave rise to the question, do these small foreign companies use the mainstream recruitment process to hire their staff.

These restaurants that are being discussed in this thesis will be companies that are owned by individual entrepreneurs know as proprietorship (toiminimi- in Finnish). In most of these restaurants that are operated by the entrepreneur themselves. They do a lot of the activities like buying the products from the suppliers, preparing the products to be used in making these cuisines, then also carry out all procedures from food preparation to the delivery, thereafter cleaning the cooking utensils and also the whole restaurant. Hence this kind of multi-tasking by one person makes the business have very limited amount of staff. However, these restaurants do eventually hire staff to help them to fulfil some of these activities in the restaurants. Example of reasons that make these small food service companies hire personnel are such as; the business maybe growing in demand or the work becomes tedious and tiring for one person to handle. These recruits can be temporarily working, permanent or students looking for a place to do their school practical training. The specific question this thesis is demanding to be answered is if these companies do follow a defined recruitment process.

The companies that have been selected are ravintola Mangal and the Juicery, the reasoning behind the selection of these restaurants are because they fit the description of the types of companies that are required for the research and were the quickest among many to reply to our request to conduct a research on them. Moreover, it was also simple for the researchers to access general information about the company background, entrepreneur's information and the whole research process.

1.2 Thesis objectives

The main objective of the study is to answer the following question:

- Do small foreign restaurants in Seinäjoki follow the main stream steps in recruitment.

The thesis will try to answer the question by, selecting a recruitment model and describing the process. Thereafter the data collected from the selected restaurants will be compared with the recruitment model, so that a conclusion can be drawn.

1.3 Structure of the thesis

After going through the background of the study and knowing the motive of the research. The further chapters will follow as theoretical review, covering definitions on Human resource, recruitment, the processes of recruitment. Also giving an explanation about the restaurants structure and their characteristics. Thereafter the research methodology, explaining the methods that have been selected to conduct the research and how the research will be done. Followed by the result of the practical data collected. The final chapters consist of an answer to the research, also pointing some recommendations, and credibility of the whole paper.

2 Literature review

With the business world moving at a rapid pace, and facing fierce competition amongst themselves, companies must find different ways of staying ahead. One of the methods or ways that companies have used is by investing in human assets, this could mean the people already working for the company or that will be acquired in the future. Nevertheless, having good personal in and around a company helps bigger companies stay strong, and small firms to grow and develop. In many other instances a wrong decision in dealing with an employee, employees or recruitment causes major setbacks for a company as well. However, majority of companies do try to invest in their in-house human resource departments, so that positive results can be maximized.

Therefore, in the following paragraphs brief explanations about human resource will be discussed together with some interlinking topics, furthermore, an understanding about the elements of a good recruitment procedure will be explained.

2.1 Human resource management

Human resource management is always considered as one of the most crucial tools to manage and communicate effectively with employees in order to operate smoothly and successfully for a company. The main purpose of human resource management is to create positive effects on employees to optimize their performance and effectiveness. In turn, the company performance is also boosted up leading directly to the success of the business. That is why it keeps a very important role in each company or organization.

According to Rao P. S. (2010), human resource management (HRM) is “managing (planning, organizing, directing and controlling) the functions of employing, developing, compensating and utilizing human resources, resulting in the creation and development of human and industrial relations which would shape the future policies and practices of human resource management, with a view to contribute proportionately (due to them) to the organizational, individual and social goals”. In other words, human resource management helps to improve employees' satisfaction and motivation via the policies of company such as salaries, training, promotion and health care system. For example, when an employee joins a company and he can be assured about his future career path as well as his benefits, he can focus totally on his performance and contribution to the company.

Another author, Storey (1995, 5, cited by Beardwell & Claydon, 2007) defines HRM as an approach of employment management which aims at achieving competitive advantage through using a series of cultural, structural, personnel technology on the deployment of workforce.

HRM can be considered similar to personnel management but there is a difference between these fields. Personnel management considers employees work for a company because of economic benefits such as salaries or bonuses, while HRM defines humans as a broader meaning who also have economic, social and psychological needs to be attained. (Rao P. S., 2010).

Dimension	Personnel Management	HRM
Beliefs and Assumptions		
Contract	Careful delineation of written contracts.	Aim to be 'beyond contract', 'can do' outlook
Rules	Importance of devising	Impatience with 'rule'
Managerial task vis-a-vis labour	Monitoring	Nurturing
Conflict	Institutionalized	De-emphasized
Strategic Aspects		
Key relations	Labour management	Customer
Initiatives	Piecemeal	Integrated
Corporate plan	Marginal to	Central to
Speed of decision	Slow	Fast
Line Management		
Management role	Transactional	Transformational leadership
Key managers	Personnel/IR Specialists	General/business/line managers
Communication	Indirect	Direct
Key Levers		
Selection	Separate, marginal test	Integrated, key task
Pay	Job evaluation (fixed grades)	Performance-related
Labour management	Collective bargaining contracts	Towards individual contracts
Job categories and grades	Many	Few
Communication.	Restricted flow	Increased flow
Job design	Division of labour	Teamwork
Conflict handling	Reach temporary truces	Manage climate and culture
Training and development	Controlled access to courses	Learning companies

Table 1: The differences between Personnel Management and HRM (adapted from John S., 1997)

Conclusively HRM tries to utilize the human resources to their highest efficiency, so that the company, shareholders and the employees all together can rip the benefits from a good system. But should also consider that the people involved should also be developed as assets, thinking of their aspirations (economically and socially), personal growth and career motivation. This kind of thinking will generally bring balance and harmonious feeling within the work environment.

2.2 International human resources management

According to Stahl, Bjorkman and Morris, cited by Peter. J. D, Marion F. and Allen D. E., 2013, international human resource management can be defined broadly as a field covers all issues related to managing the global workforce and its contribution to firm outcomes which means international human resource management has to deal with a wide range of human resource issues happening with multinational enterprises in various departments of their organizations.

Differences between domestic and international HRM:

Still following Peter. J. D, Marion F. and Allen D. E., 2013, 4, the most distinguished variable differentiates domestic and international HRM is the complexity of operating in various countries and employing multinational workers. This complexity can be shown in 6 factors:

a. More HR activities:

To operate in an international environment, there are a number of activities that the human resource department has to be involve in, which are not available in domestic environment. such as foreign taxation, relocation and orientation or language translation services. Take international taxation as an example, foreign employees are often subject to both local (meaning their home country) and host (recruiting country) country tax liabilities.

b. The essential of a broader perspective:

In a multination firm, HR department certainly face the problem of design and administering programs for more than one national group of employees. To deal with these successfully, the HR managers needs to own a broader view of issues.

c. More involvement in employees' personal lives:

The HR professionals have to engage more with the personal lives of expatriate employees regarding housing arrangements, health care, compensation package, banking and so on. In many cases, HR also take care of finding schools for the children of the companies' staff.

d. Changes are emphasized, as the workforce mix of expatriates and local varies:

When the foreign business can survive and develop, the emphasis is put on various human resource activities to change. There will be more training and recruiting for the locals in order to cut cost for the expatriate expenses.

e. Risk exposure:

It is quite often to see that the cost for human and financial consequences of failure in their international aspect is much more severe than domestic business, sometimes it can cost 3 times and the invisible damage is still not counted yet.

Other possible risks also include terrorism and epidemics.

f. Broader external influences:

There are more external influences on the HR department of the company when operating abroad. The main external factors such as the type of government, and the state of the economy can bring both advantages and disadvantages. The subsidiary HR staff have to adapt to the locally general code of conduct although it might sometimes be totally different with the home country.

Regarding to IHRM, the foreign companies also face several differences in customs, social and working cultures, or code of conducts in the destination country. For example, when operating in Finland, the foreign companies must comply with the Finnish labour laws and regulations which certainly are not similar to the original countries' legal. In addition, the habits and interests of the Finnish people are not alike others as well. Thus, to be successful, the alien businessmen have to adapt to the local circumstances.

2.3 Definition of Recruitment

There are numerous definitions of recruitment written by different authors in their books and articles. For example, in his article, Saks A. M. (2005, 48) gave the following definition: "Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives. In particular, such activities should generate a pool of desirable candidates; enhance their interest in and attraction to the organization as an employer; and increase the probability that they will accept a job offer." This definition points out that to achieve certain outcomes, the companies conduct a series of actions and activities on purpose to attract a group of perfectly fit candidates for increasing the chance to join the company. However, these actions and activities are totally separate with the selection process. They play a role as gaining the interest of the desirable group only. One more important remark is that recruitment is linked to the strategic objectives reflecting its significance in surviving and developing of the companies.

Also, recruitment is defined as a process to discover and attract enough potential and qualified manpower for the vacant positions in the organizations (Rao P. S. 2010, 94).

Objectives of Recruitment (Rao P. S. 2010, 94) are as below:

- High-skilled employees who are fit for the present and future organizational goals should be interested.

- New personnel with new and different ideas, experience and skills will be filled at all levels of the organization,
- Organizational culture such as working attitude, slogans or motto will be promoted to attract competent talents to the company,
- Non-conventional development grounds of talents are also hunted to provide various points of view in developing the companies.
- Entry pay, an objective of recruitment as well, is designed to compete on quality but not on quantum.

Other authors, Dowling, Festing & Engle, 2013, 124 defined recruitment as searching for and obtaining potential job candidates in sufficient numbers and quality so that the organization can select the most appropriate people to fill its job needs. They state that it is probably tougher to seek for adequate qualified group of employees for foreign companies in fast developing countries such as China or India because there are not enough qualified personnel even for local labor market.

2.3.1 The Process of Recruitment

In order to take advantage in fierce competition in the modern world, an effective recruitment process is a very useful tool to attract the suitable candidates for the organizations. These actions and activities should focus on how to catch the interest of these talented potentials by job attributes and descriptions. This happens to be one of the most priorities for the top managers in each company. In addition, an effective recruitment can save cost for the next phases of screening and selecting candidates. (De Cooman & Pepermans 2012, 216 - 217.)

Based on the definition and objectives of the recruitment, the process of recruitment is complicated to describe. However, according to Breaugh and Starke (2000, 408), this process can be depicted as 5 stages (Figure 1).

Figure 1: The Process of Recruitment (Breaugh and Strike, 2000)

- The 1^{st} phase, Recruitment objectives, answer for questions of job performance and satisfaction, cost and speed of filling jobs, number of positions filled, diversity of hires, number of applicants, quality of applicants, diversity of applicants, ratio of offers to acceptances defining the basic requirements for a recruitment process. These objectives need to be clear and detail as the beginning in order to create a proper strategy development.

- The 2^{nd} phase, Strategy development, solves a basic issue of What type of employee the organizations want to recruit. Thus, the strategy includes a sample set of questions of:

  - Who should be recruited?
  - Where to recruit?
  - Recruitment sources to use.
  - When to recruit?
  - What message to communicate?

- The 3^{rd} phase, Recruitment activities, defines who oversee recruitment, which recruitment sources should be used or recruitment message such as Realism, Completeness, and Timeline. These activities should be specific to meet the demands of the Strategy development leading to a successful recruitment campaign.

- Then, the next phase, Intervening variables, helps employers to understand the relationship between recruitment activities and outcomes. This is the stage for them to look backward through this recruitment process including factors of Applicant Attention, Applicant Comprehension, Message Credibility, Applicant Interests about the Job and Organizational Attractiveness or Expectancy of Job Offer.

This process can be summarized as 5 interrelated stages, according to (Aswathappa. K. 2017, 341), including Planning, Strategy development, Searching, Screening and Evaluation and control illustrated by the Fig. 2.

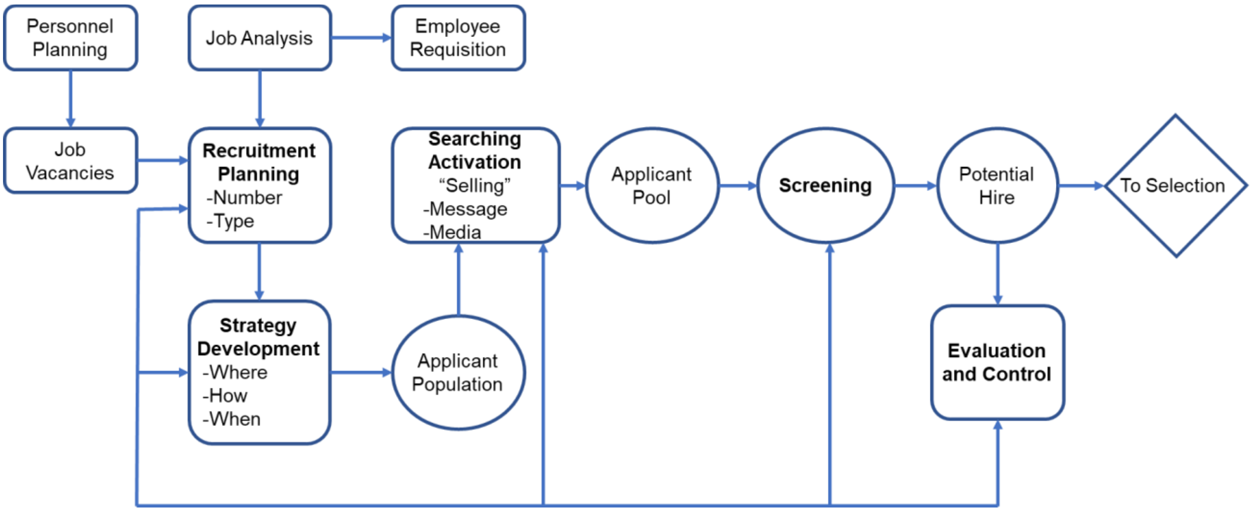

Figure 2: The recruitment process (adopted from Aswathappa. K. 2017, 341).

After looking at the above two recruitment models, the author further summarized these processes into eight different stages. (Recruitment and Selection, 2013)

(1). Job Vacancy (2). Job Analysis (3). Attracting Candidates (4). Screening Candidates
(5). Interviewing Candidates (6). Selecting and Appointing Candidates (7). Induction and Training and (8). Employee Evaluation.

These stages will be used in the research part of this thesis to develop questions for the sample companies and are also used as an analysis checklist to refer to, weather the companies being discussed in the paper follow these steps in their business recruitment models.

2.3.2 Job vacancy and analysis

The whole process of hiring starts when a position arises or becomes vacant, however it is very important to understand the background of that position, for example what is the reason for the vacancy, has there been previous problems with that position or will there be future problems that could arise within that post. Another aspect would be to understand the cost of doing the whole process or what is the most efficient method to use to fill that position, this could generate ideas like using employee who are experienced in lower positions to fill a higher post. This makes the staff fill that there is opportunity for career growth. However, it is possible to hire a new person, but it needs to be justified and practical to the whole company, so as to always create a good, balanced management system among staff.

After fitfully knowing why a position needs to be filled, analysis for that position is important, making the whole recruitment process objective as possible. In many occasions, managers assume that having employees that share a common ideology, will helps keep thing very structured in the company. However, it is equally important to have more diverse views as well to give the company various dimensions of operating.

In order to reduce the subjectivity and make the process more objective, the following steps can be stated by (Recruitment and Selection, 2013).

Having a clear description of the job, this means a basic outline of what is required by the position that needs to be filled, and help applicants also know what is required from the job or what needs to be achieved if they are hired. Furthermore, these job descriptions need to be revised and updated as meet new goals and keep staff motivated.

Having a clear job description can also help in the other stages of the process, when doing the screening of applicants, a comparison between what is required for the job and what the applicant's CV reads. Another use is during the interview phase, a set of questions are made from the job description which are used to evaluate or test the interviewee's knowledge and compare with what is ben stated in the CV. Overall, knowing what the recruit needs to do is important, but knowing if the person is able to handle the requirement is another aspect that needs to be analysed.

Candidate profile helps draw an image of the candidate that is most ideal for a specific position, these are the characteristics of a potential employee. Therefore, after creating an ideal employee profile, which will serve as a base to be used when selecting from a pool of applicants. Hence, applicants are then compared to the ideal profile, and the candidate or candidates who are matched the closest to the blueprint are selected for the position. A similar approach that has also been discussed in (Recruitment and Selection, 2013), is by outlining a candidate's criteria based on the following aspects, these include, work experience, training, physical attributes, personality traits, skills and knowledge, communication skills and personal circumstances. Overall, by creating and using well-structured questions to assess applicants, will provide a deep insight to the applicant's personality and the interviewer can make a more objective decision on selection process.

2.3.3 Recruitment strategies:

In general, the recruitment strategies have to comply with the companies' strategies. For example, to intrude and expand in a new market, a foreign company often applies decentralized recruitment strategies. For small companies, they usually use recruitment strategies to attract only highly skilled candidates. Some of relationship between companies' strategies and recruitment strategies have been summitted as the below table.

Companies' Strategies	Relevant Recruitment Strategies
Steady growth	Centralised recruitment
Expansion	Decentralised recruitments
Entry of Foreign Markets	Candidates with multi-cultural background
Mergers and acquisition	Candidates with multi-skills and multi-cultural background
Fast growth and change	Outsourcing
Low cost leadership	Highly skilled and smart candidates
Differentiation	Candidates with entrepreneurial skills

Table 2: Companies' strategies and relevant recruitment strategies adopted from (Rao P. S. 2010, 96)

Centralized recruitment

Centralized recruitment means that the recruitment will be performed by the company; then, the successful candidates will be assigned to the needed positions. Some organizations prefer this recruitment strategy because on average, the cost of recruitment should be relatively less. It also can ensure the standard of human resource in terms of education, skill, knowledge, talent and so on. In addition, it permits the interchangeability among units or departments. Furthermore, line managers are able to focus only on the operational activities. More practically, it can ensure more available expertise and the most effective and suitable placement to candidates. (Rao P. S. 2010, 98).

Decentralized recruitment

Contrary to the previous strategy, this recruitment will be conducted by the department itself. Some cooperates choose decentralised recruitment for the reason that the department has often found more suitable candidates for the positions because it is more aware of the job's requirements regarding tasks, skills, and abilities. This recruitment also gives the department more freedom and the successful candidates can be trained and work directly with their future positions without any delay. (Rao P. S. 2010, 98).

Each company create its own recruitment strategies suitable for its specific conditions including:

- In-sourcing or Outsourcing: The in-sourcing strategy focuses on training and utilising the human resources of the companies. On the other hand, some other organizations, especially IT companies, train and provide human resources to other companies as 'service companies. This is called "out-sourcing" strategy. (Rao P. S. 2010, 96).

- Vast and fast source: To satisfy the demand of a huge number of human resources in short period of time from various companies nowadays, the best strategy is through the Internet. (Rao P. S. 2010, 97).

2.3.4 Recruitment sources

After making the recruitment strategies, the next step will be looking for the potential candidates via various sources, depicted as in Figure 2. In order to enhance the effectiveness of the recruitment, both internal and external work forces should be considered carefully.

Internal sources

The internal resources are the sources within the companies themselves. Often, they include present permanent, temporary or casual employees for the traditional sources or references from the staff for the modern sources. The organizations usually prefer these internal sources for the reason that it can bring motivation, self-esteem and encouragement to the employees. It can be considered who performing excellently in the company will be rewarded deservedly. Furthermore, these candidates are more trust-worthy since the companies have acknowledged their performance and skills. They also have a strong connection to the companies which can result in better loyalty in them. (Rao P. S. 2010, 101). Another advantage when looking candidates from internal sources is that it is not too expensive to perform recruitment. (Aswathappa. K. 2017, 363). The companies do not need to advertise on the public media or hold expensive campaigns to seek for the suitable candidates. In the crisis period, it can save a great amount of money which may save the company too.

However, internal sources can bring some drawbacks for the company as well. The old staff means that there is still the old way of solving issues and problems. In the tough situation, it can cause irreversible harm for the company or simply, the company would probably get stuck in finding a proper solution. For those who are not promoted, they may think negatively and lack of the motivation to continue to contribute to the company. Also, if ones move to other positions, the current positions will be empty and there will be the need to fill in too. (Aswathappa. K. 2017, 363).

External sources

On the contrary, the companies have good reasons to search for external sources, outside companies, as well. The candidates from these sources can bring to the companies' differences in experiences and knowledge which can contribute to the companies what they lack. Especially, there are always abundant available candidates for the vacant positions from external resources. If the organizations follow a proper strategy and procedure, they can hire qualified staffs at a low pay rate. (Rao P. S. 2010, 101).

Possibly, the biggest problem for external sources is the cost of the whole campaign. Some big companies like Schlumberger when they hold the job fairs at universities around the world, the total cost is too expensive that smaller companies will avoid following. Expatriates can also result in false choices for the positions and they often take longer time to get along well with the company working environment and culture. (Aswathappa. K. 2017, 364).

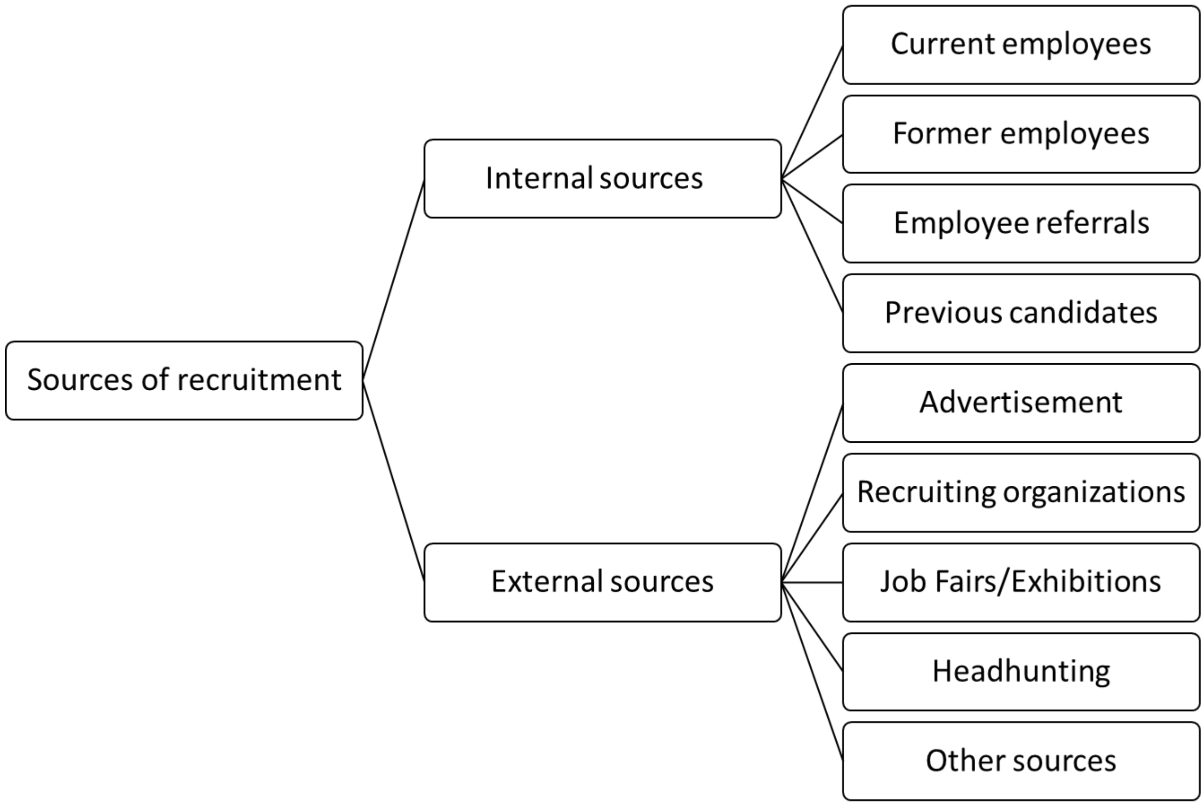

Figure 3: Sources of Recruitment (Adopted),(Rao P. S. 2010, 100)

To sum up, the choice of internal or external sources depends solely on the companies' strategies as well as the requirements of vacant positions.

2.3.5 Recruitment techniques and methods

In order to attract qualified candidates both internal and external, several techniques have been applied in recruitment process. According to Rao P. S. 2010, 106, the recruitment techniques refer to the means or media which recruiters use to draw the attention of potential candidates or offer essential information or exchange ideas in order to encourage them to apply for the job. They can be categorized as 2 types: traditional and modern techniques.

a) Traditional techniques:

- Promotions: this technique is used for internal staff because most of them would be stimulated to take more responsibilities if they are assured about a better position in the companies.
- Transfers: this is also used for internal only. In case that the managers offer places, the employees would like to go, they will be willing to.
- Advertising: the purpose of this technique is to attract attention of the potential candidates, creating and maintaining interest and stimulating action by the candidates. These purposes can be achieved because this technique provide the candidates the information about the job and company in various sources such as leaflet, newspapers or televisions.

b) Modern techniques

Accompany with the development of technology and society, the techniques used in recruitment have also changed. The modern recruitment techniques to stimulate prospective candidates to apply for jobs are:

- Scouting: the representatives of the organizations will contact the potential candidates via meeting, emailing or phoning to persuade them by providing information about the company and exchange information and ideas to clarify the doubts of the candidates.
- Salary and Perk: this is a very often techniques for the reason that the candidates will be attracted by better salary, higher perk or quick promotion.

- ESOPs: this term stands for Employees Stock Ownership Programmes which means the employees now own partly the companies. This can give them more power, benefits and responsibilities to the companies as well.

The term “recruitment methods” is used to reflect the ways to connect with potentials. In general, it can be divided into 3 methods: direct, indirect and third party (Sarma 2009, 90-91.)

Direct methods: the most popular direct method used is exploiting the available abundant candidates at schools, colleges and universities. Often, the companies cooperate with the schools or departments to hold campus recruitments including activities of attracting students, arranging interviews, and making available space and students' resumes. This method is very effective for entry level positions. It also can bring more benefits for companies too, such as the cost is low, the companies’ brands can be “sold” to a great number of students in the short time. Most importantly, the companies can attempt numerous fresh graduates who are talented, hard-working and willing to accept low wages. (Sarma 2009, 90-91.)

Indirect methods: the most usual indirect method applied is advertisement in publications such as newspapers, magazines and trade journals as well as technical and professional journals. The job seekers who are experienced with the tasks and responsibilities of job advertisements will be alerted. To be effective, these advertisements should include a brief summary of the job; a short introduction of the organisation and an offer of compensation package. (Sarma 2009, 90-91.). Accompany with the Internet and Technology, job adverts have been more and more often posted on social media and professional websites. It is called Online Recruitment. This method can save much cost and time for the organizations as well as better mean to reach the potential candidates. For example, on the organizations’ websites, there are always a recruitment feature now informing which positions are available currently with full information about job description, job requirements and how to apply. The job seekers can automatically apply for the suitable positions when they surf these websites. However, this also has some downsides such as application overload or the job seekers are difficult to know if they use searching tools only. Another powerful tool to advert the jobs is social networks. Facebook is possibly the most common social network not only for making friends but also for looking for jobs. For professional network, Linkedin is more preferable. (Beardwell J. 2017,155).

Third-party methods: Instead of performing the recruitment themselves, the organizations can hire public and private employment agencies, as known as headhunters. The public employment agencies involve mostly in industrial workers or clerical jobs while the private employment agencies are in favor of fill in difficult positions like top managements in the big enterprises. (Sarma 2009, 91.)

2.3.6 Selection Process

Selection is a process of identifying and choosing the most suitable candidates for vacant positions. This process of hiring the proper candidate is expensive and time-consuming. Thus, it has to be sure that the candidates should be fit perfectly for the positions.

The selection process is different from companies to companies and totally relies on the requirements of each company. According to DeCenzo and Robbins (2009, 157 - 167), the selection process has the following steps: Initial Screening, Completing the application form, Employment Test, Comprehensive Interview, Conditional Job Offer, Background Verification, and Medical/Physical Examination.

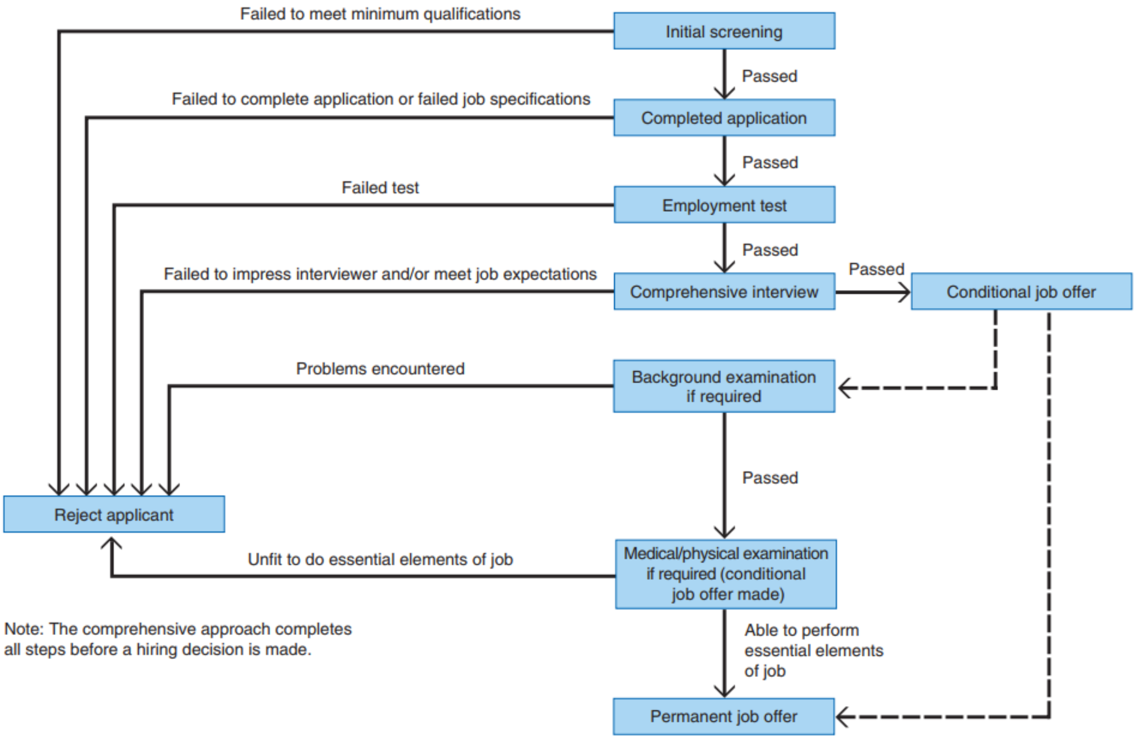

Figure 4: The selection process (DeCenzo and Robbins. 2009, 157)

- Initial screening: this step is made to eliminate some of respondents who are lack of adequate or appropriate experience and education. A phone interview may happen to describe more about the job; so, the candidates can consider if they are really serious for the positions.

- Completing the application form: after the first step, the candidates may be asked to fill the company – specific application form created to collect specific information the company wants about the candidate comprehensive profile.

- Employment test: the companies often conduct some tests at this step to check for intellect, spatial ability, perception skills, mechanical comprehension, motor ability, or personality traits. Some popular tests are Performance Simulation Test, Work Sampling, Assessment Centre or Testing in a Global Arena.

- Comprehensive Interview: the passed candidates will be continued with the interview first from HRM, and then probably companies' managers or line managers about the working ability in the company culture.

- Conditional Offers: at this point, successful candidates will receive conditional job offers to consider.
- Background Investigation: this step is related to reference check or paper check with the given information from the candidates.
- Medical/Physical Examination: if the candidates pass this step, they will be officially employees of the company.

3 Research methodology

In this chapter the researcher provides a link between the theoretical data in the previous chapters and how it will be used in the data collection process. This chapter also gives a structural illustration of how the research will be cared out, what kind of data collection are going to be used and the process of analysing the collected information.

As the chapter continues the term research will be defined, then the objective of the research will be stated and further clarification for the selection of the topic. Thereafter the types of research and why the author selected the particular research and methods used for the study.

3.1 Research

Kothari (2004) states that “the research is an original contribution to the existing stock of knowledge making for its development. The systematic approach concerning generalizations and formulation of a theory is also research. As such the term ‘research’ refers to the systematic method consisting of enunciating the problem, formulating a hypothesis, collecting the data, analysing the facts and reaching certain conclusions either in the form of solutions(s) towards the concerned problem or in certain generation for some theoretical formulation”.

3.2 Research objective, question or aim

This can be the defined as the question that needs to be answered by the research, it maybe to describe, formulate, investigate or give a comparison to a phenomenon. (Kothari,2004)

The main objective of the paper and research is:

> Do small foreign restaurants in Seinäjoki follow the main stream steps in recruitment.

Therefore, the aim of the research is to gather information from ravintola Mangal and the Juicery and explore their recruitment procedures and if they follow a systematic procedure. Hence giving the readers and the author an understanding of how the current or previous staff have be hired to fill the positions in these restaurants.

3.3 research design

A research design is a plan, structure and strategy of investigation to answer for research questions or problems, including a scheme from the start about what the investigator intends to write to the final analysis data (Kerlinger. 1986, cited by Kumar 2011,94). This means it is a procedure of how the research will be done, the initial stage begins by selecting the type of research to be carried out. According to Kothari 2004, there are several basic types of research such as Descriptive vs. Analytical, Applied vs. Fundamental, Quantitative vs. Qualitative, Conceptual vs. Empirical, and other types of research.

In this study, the quantitative vs qualitative research model is used, were as quantitative research tries to quantify the data in numerical measurements, like stating the number of items two cars, six people. While Qualitative research approach also is used in measuring, however the data collected is more contextual. Meaning it is researching behaviour, or variable that are measure in kind like good or bad and feelings. (Kumar 2011, Kothari,2004).

After having an overview on the research approaches, it is understandable for the research, that the use of the qualitative approach is more applicable for primary data collection. Because the research is looking for relationship between the theoretical information about recruitment process and how the recruitment in Mangal restaurant and the Juicery are carried out. And the question of “how do you recruit in the restaurant” is asked, rather then, “how many times do you recruit in the restaurant”.

3.4 Data collection method

Data collection is the information need to answer or fulfil the question of the research. The data collection is of two parts the secondary data which has been done by reading previous data on the topic of recruitment, and the primary data which is collected from the respondents at restaurants. (Kothari,2004). In order to collect the primary data (Kumar 2011), has pointed three methods that are used by a qualitative approach to collect the primary data from the respondents. These being unstructured interviews, participant observation, and secondary sources.

Interview

The author discusses unstructured interview, because it is the primary source of data collection used in the research process.

According Kothari (2004, 97) The interview method of collecting data involves presentation of oral-verbal stimuli and reply in terms of oral-verbal responses. In simple terms it means questions are asked verbally and are answered verbally. For an interview to be possible there will be a person asking questions known as the interviewer and the person giving a response respondent / interviewee.

In unstructured interviews the asking of questions are flexible, and the researcher can ask additional questions as the interview is done so has to clarify the answer or to get additional information. However, to accomplish the research some predetermined questions will be made, so as to help both the respondent and interviewer to remain focused on the main topic, hence time wasting is minimized in carrying out the interview.

Another area that is discussed is the creation of the question frame and time management. Wilson (2014) talks about an interview guide or schedule, it is generally used to make a further progress into a semi structured interview. He further outlines the following: introduction so that the purpose and topic are clarified, questions based on the topic, probes and prompts and finally Conclusive comments. Therefore, this kind of interviewing allows the interviewer to get more information about the main topic, further into getting the required data. However, the questions asked by the interviewer must be kept very neutral to avoid guiding the respondent into the direction that the interview wants. And gestures like nodding off the head or Eye contact or smiling or any kind of facial expression, must be avoided. Because they may also misguide the respondent into answering.

Finally, questions and a guide were created beforehand to help the whole interviewing process, the main topic questions being linked with the recruitment process. Targeting specifically the step-by-step procedures in the recruitment process.

3.5 Participant (Sample)

For the sample the following aspects were used in the selection process.

The total number of participants were six and four being active entrepreneurs, who directly did recruitment in these companies. And the Other two participants were employees among these restaurants.

Toiminimi or Private trader; The simplest and most popular way to start in business is to operate as a private entrepreneur using a company name. Decision-making and responsibility in the company belong with the entrepreneur, and the company may employ workers as in other forms of business. (Finnish patent and registration, 2020).

Foreign owner in Seinäjoki, the entrepreneur owning this business should be of foreign origin and born in Finland. The entrepreneur should also be working and managing the business or has previously done these activities.

Company turn off between 50,000 euros to 150000 euros: These companies should be having a turnover off between 50 thousand Euros to 150,000 euros, the reason for this kind of selection is to show how small these companies are operating with.

Between two to four employees: the company should be having or has hired between 2 to 4 peoples during the business operations.

The operation of the company should be within the Seinäjoki area.

4 Analysis

After the process of interviewing and the collecting primary data had been completed. The next phase would be analysing of the data, because the nature of the data from interviews being verbal the use of a qualitative content analysis method was used.

Downe-Wambolt (1992) Stresses that content analysis is more than a process of counting, because the goal is to relate the results to their context or the environment in which they were produced: “Content analysis is a research method that provides a systematic and objective means to make valid inferences from verbal, visual, or written data in order to describe and quantify specific phenomena”.

In order to classify and make the data more meaningful the use of codes, categories and themes were developed by the researcher. (Erlingsson & Brysiewicz, 2017)
The codes and categories were derived using the main question of the research on recruitment processes. Coding and categorization made the interpretation of the data simpler and also made the data more trustworthy and credible. Since the data was organized, symmetrical and summarized, the researcher could compare findings, develop relationships and make the respondents opinion, statements and ideas relevant to what is being studied.

Therefore, the final patterns and results were then compared and linked to the theoretical findings in previous chapters to draw conclusions, weather the sample companies followed a system and how centralized or decentralized were these recruitment processes compared to the (Recruitment and Selection, 2013) model.

5 Research (Face to Face interview) results

The number of people that were contacted to conduct the interview were six, four of which were active entrepreneurs and two where employees. The reason for this selection was affected by the size of the company's employee structure and also other companies either had no time for the interview or did not want to disclose the information about their company.

The respondents have either been directly involved in the hiring process as being the owners or have been involved in the recruitment process as employees being hired under this companies.

The interviews will be done by contacting the respondents individually and organizing a time and place to conduct the interviews. All the interviews were done as a face to face interviews, the reason for this was because all the respondents were available and under the reach of the researcher. They all agreed to conduct the interview face to face and to provide information about the recruitment process.

The respondents were directly contacted, thereafter the researcher explained about the whole idea of the research and how it will be conducted and what kind of information will be included in the report. As it has been stated in the above chapter in the sample selection, the respondents fit the criteria of being under a company that operates in Seinajoki, trading name, turnover of between 50000 to 150000 and is owned by and foreigner. The identity of the respondents will not be revealed in this paper however the use of code names will be used to represent the individuals and companies.

The paragraphs below describe the respondents view on recruitment steps based on their knowledge and application or how they have experienced or managed the whole recruitment process as individuals.

5.1 Sample companies background

Mangal restaurant in Seinäjoki

The company was established in 2015, Seinäjoki by two Nepalese owners who were International business students at the University of Applied Sciences in Helsinki by then, with the aim of selling authentic Nepalese food.

In 2015 the two entrepreneurs decided to move from Helsinki to Seinäjoki to open Mangal restaurant, since Seinäjoki was a growing city and there was no existing Nepalese restaurant in the city. Upon opening, the restaurant managed to hire a Nepalese chef direct from Nepal who later became one of the restaurant owners too.

In 2017 one of the owners decided to sell his shares and he moved on to open a second company in 2018. In 2019, Mangal restaurant expanded and managed to open a second branch in Idea Park (a new shopping mall) Seinäjoki, while the first restaurant is found in the city centre. These two restaurants are mainly offering both Nepalese lunch and dinner from Monday to Sunday, with buffet service on weekdays only. A wide variety of options has made the company to survive, since customers are able to experience and choose different Nepalese food of their taste.

The restaurant has been able to hire two Finnish employees so far who are all working at the restaurant together with the owners, which makes a total of four people working in both restaurants (two in each restaurant). The main duty of these two Finnish employees is to serve the customers, and other customer service related activities. The owners are responsible in handling the company’s finance, making sure the products needed for the company are available, marketing, supervising and managing every aspect of the company, apart from all these responsibilities one of the owners, is the main chef of the restaurant and the other handles the customers.

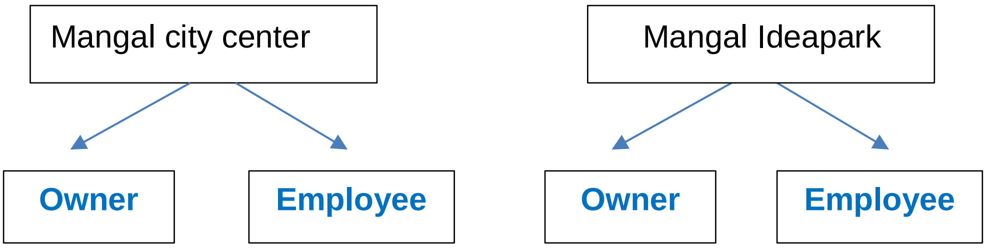

Figure 5:Ravintola Mangal company structure

The Juicery in Seinäjoki

The Juicery shop was established in 2018 by another foreigner entrepreneur with the aim of serving fresh smoothies, juices and salads in order to encourage people to leave a healthy lifestyle. The Juicery is found within one of the shopping malls in Seinäjoki center known as Epstori.

At the beginning the company managed to hire two people to do various tasking, working together with the owner of the shop, but later the company remained with only one employee working hand in hand with the owner up to date. The main duty of this employee is to attend to the customers while the rest of the duties are done by the owner. Because of the demand for the fresh and cold food, in the summer there were three people working, but later on in the winter there was only one employee and the owner.

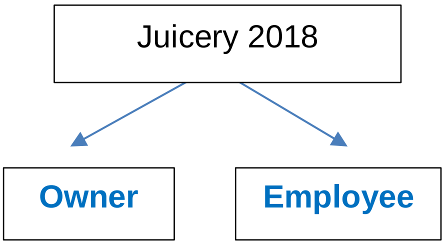

Figure 6:The Juicery company structure

Juicery in 2019

In 2019 the company was sold to a new owner who is also a foreigner, the company was then operated by one owner and another employee. All as it has been with the other companies the owner managed most of the logistics, products and customer services. While the employee helped mostly with customer relationship and serving on counter.

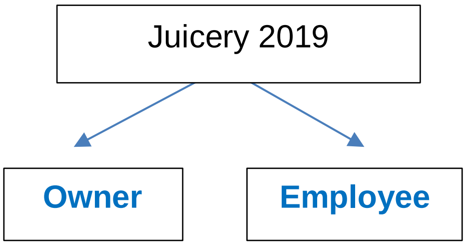

Figure 7: The Juicery company structure

5.2 Surveyed data

Upon the interviews, the key elements for recruitment and selection process were taken under consideration to see if the companies do follow the process; the interview was done to both companies' owners and their employees.

Job vacancy, the CEO of both companies where interviewed at different times and proved to have an open job vacancy when a new person is needed. This helps the company to identify the position and understand what they require from that vacancy. Because they first realize where they need assistance or cover, then they decided how necessary it is to hire the person based on the cost and demand of that position.

> ''When looking for a new person whether temporary or permanent, we make sure to provide a job vacancy, mentioning what the company want and what the it can offer''.

However, one CEO of the case studied mentioned the company is responsible in making sure if the vacancy is known to workers before publishing it outside, as for this will ensure trust and a room for career improvement among the workers already working for the company. The company owners also said it helps them decide the working hour for the employee (3 hours or 8 hours) and weather it will be temporary or fully time work. Moreover, few employs where also interviewed on how got to know about the job position to these companies, most of them agreed to apply for the job after seeing or hearing about the job vacancy on different sources.

Job Analysis, this involves identification of work in terms of what needed to be done, the quality of a person the company is searching for this includes communication skills, personal traits, education background, work experience, personal attributes and the like. As it was mentioned by one of the companies, when they were searching for an employee, they wanted someone who could speak Finnish, do sales and have the experience, however the company was willing to compromise with a person who had no experience as long as they could speak Finnish and do the sales well.

> "Since none of us could speak the Finnish language very well, we decided to look for a Finnish person who could speak Finnish with a little bit of experience in customer care and do sales".

Also, one chef was interviewed and said when he applied for work, his position and responsibilities were clearly described in the job description, therefore he knew and prepared for the work.

Attracting candidates is essential element in recruitment and selection process as it distinguishes one organisation from the other on how it attracts employees to work for their company. This can be done by both internal and external sources, in internal source the organisation can search for workers within the organisation since the employees are more experienced with the company mission, vision and objectives. External sources such as social media, seminars, universities, website, newspaper, magazine, journals, word of mouth are ways of attracting employees.

One employed person mentioned that they first applied for their practical training at the company, later on during the summertime, the owner contacted him, if he wanted to work as a part time employee during the summer. But later after the summer they request him to stay longer for the work if he wanted.

For the case companies, one organisation CEO said to attract the inside workers first before searching for someone outside, especially if that work can be done by the staffs within, through promotion or a salary increase to the job offered, if the job requires more then they opt for external sources such social media especially Facebook and Instagram, recruitment agency such as TE-service (TE-Palvelut is a Finnish organisation connecting both job providers and seekers.) to attract external candidates, also companies speak to organization such as university and find a student who will be willing to work for part time job in free time or who would like to do an internship/ practical training. However, in some cases they said to use word of mouth to attract candidates when asked during the interview.

> ‘’We prefer Facebook or Instagram mostly since most of our target employees are using Facebook, TE-Palvelut also helps us to connect with the person who are also looking for work and link them to us. But sometimes we talk to our friends or organisation to help us find someone who might be interested to work with us‘’
>
> Another owner also mentioned posting the job vacancy on the personal company's Facebook and Instagram pages, so that people who like the company can apply for the position”

Screening Candidates helps to downsize the number of applicants to have the right candidates for the interview as it was said by one the CEO of the case studies during the interview. Knowledge and skills, work experience, personal qualities are among the factors considered by these companies when screening doing the process so that to get the right candidates. The interviewee went on by saying when screening candidates with additional skills, experience and the like needed for that job, get more priorities than those who do not have. However, he added more by saying, things are not always the same especially when number of applicants are less, then all applicants are called for the interview and the best candidate wins the job.

Interviewing the candidates, the studied companies did agree to schedule and conduct interview for their candidates, as one employer said the interview process helps them to get the suitable person they need at that time. He continued by saying, the interview is done by inviting the accepted candidates for formal interview, invitation is done by either emailing or phoning the candidate, both verbal and practical interview is done depending on the job description. However, the process is not so much taken most of the time especially when they get less people who apply for work or when they need someone urgently to do the work as described by one interviewee.

> Yes, we do interview when necessary but most of the time when we have work which requires someone quickly, we offer to a person who applies first or with the best requirements or just hire because we need someone who can just fill in.

Another employer mentioned that, when one of the applicants was contacted and came to the restaurant, they arranged a date and time to do the interview. However, one day before the interview the person sent an email that she is not interested in the job anymore.

Another person mentioned that

> “when I went for the interview, I did not want to for their anymore, the feeling of the place was just not right after the interview”.

Selecting and Appointing Candidates, after the interview, the candidate with the most qualification and who proved to do the job well is selected, stated by one of the CEO during an interview. Close up check-up is thoroughly done to ensure the company gets the suitable person who will push forward the company’s agenda. However, in some cases this process is not done, because the smaller number of people applying for the job, which pushes to direct choose the person who applied for work first to start working immediately without the usual processes. This happens mostly when a new employee is needed immediately.

Induction and Training when a new employee comes to work training and introduction of the workplace is essential part for these companies as researched in order to familiarize the employee with the environment, right and responsibilities of the work, bring the awareness. The training process is mostly done practically through showing the employee inside the workplace, what to be done and how it done depending on the nature of work, as it was claimed by one employee during the interview.

> When I came here, I was introduced to the place plus the people I will be working with, I was also told what to do, it took me one week to get familiarized of the place.

This person also mentioned that it took a week just to familiarize with the surrounding and understanding the activities but becoming more efficient and reliable took more time and months.

Another employee mentioned that as they worked and got familiarized with the work and job environment, some activities at the working place did increase rather than what had been mentioned in the job description. But it was not that much or difficult to do and it was something within their capability, so they continued.

6 Conclusion

Having researched and analysed the data that has been collected, the author can make a conclusion based on these findings that these small foreign company do have a recruitment process, however following the step-by-step procedures for recruitment is not strict, and some stages are either dropped or skipped.

Some instances where noted among these companies

For bigger companies the recruitment process may take a very long time and consume a lot of money, however for the smaller companies that have been researched in this thesis the process needs to be shortened to save money and time. Therefore, these companies do follow a system however the system is summarised or is made as short as possible leaving out some stages just to hire a person.

Another instance that was identified what's that many times the recruitment process was not fully in control by the owners, meaning the owners had no choice in making of the final decision. But decisions were heavily influenced on the situational occurrences, like finance, few applicants or sudden increase in demand. For example, in one of the occurrences an applicant was hired only because he or she was the only candidate who applied during the period. This means the hiring process was shortened from job description and Analysis to hiring and training, leaving the other aspects of recruitment out of context.

The work ethic among these employees can also be questioned, out of the four owners, three of them had mention not being happy with the employees and the one who was satisfied also mentioned that when they hired two employees within a year, one has remained employed with them as to date. But the other one had left due to unknown reasons. The other entrepreneurs had to hire someone else just after a few months, one employee left without any notification, the person just stopped coming to work. Another situation was that the employer said that the employee was not working efficiently and was asked to leave after two months. Therefore, these companies do still have employees who have worked with them for long periods, but it is yet to be seen how long or how motivated and reliable they are. And can also discussed in detailed as a separate topic for research.

The channels used in doing recruitment by these small companies can also be mentioned shortly, among the entrepreneurs two mentioned using social media Facebook and Instagram and TE- Palvelut. TE-palvelut is used in reaching the applicants, however other stages are done through social media pages or accounts to advertise, select and contact the target applicants. One entrepreneur mentioned going through the applicant's social media so that they can know the applicants background and social affiliation. In general, based on these comments social media is an important channel for these small companies to carry out their recruitment agendas.

A final comment by the author is that small foreign companies in Seinäjoki do have a recruitment system, but not all stages are followed carefully or implemented because they are affected by other factors within the company or externally. But these companies manage to hire employees to help them in their daily business activities. Yet the efficiency, accountability and reliability of the employees can be discussed in a further research topic.

7 Discussion

7.1 Trustworthiness

After the research has been done and concluded, the trustworthiness of the qualitative data and conclusion needs to be discussed. Any research needs to be evaluated and criticised, so as to measure limitations that are identified and can be developed into further topics of discussion or even researched in more details by other investigators.

Trustworthiness of a research is how the whole process of identifying the topic, to making a conclusion, can be trusted to providing results or understanding of real-time situations. Meaning that if the same study was carried out by a different researcher the results would hence be the same. (Bengtsson, 2016 & Long and Johnson, 2000)

For qualitative research three aspects need to be considered validity, reliability and generalizability based on (Long and Johnson, 2000)

On the aspect of validity, the researcher did try to understand the topic question carefully, for the research and the secondary data a lot of sources were exhausted so as to get knowledge and familiar with the topics in discussion. The author did investigate other researches that were related or similar to understand previous studies that had been planned and done. Recommendations and advice from the authors supervisor and instructor were also followed and implemented so as to achieve better results. The author also had previously been an employee or an entrepreneur within the field of study, therefore, providing first-hand experience to the whole process.

Generalizability of the results from this study can be applied to other companies and other situations to a certain degree, because the research and data have been specified to two main company and therefore the findings and results are more specific to these two samples rather than the general view. Bengtsson, (2016) argues that "Qualitative studies often make limited claims since they mostly focus in depth on smaller samples, even single cases, which makes a generalisation problematic.

Achieving reliability was done by studying previous researches on similar cases, recommendation from sources and careful analysis of the topic. Hence the researcher choosing the data collection method.

In the process of data collection, the researchers tried to make questions as clear as possible reflecting the topics in question, and during the analysis process a set of codes and categories were created, in order to provide clear conclusion to the results. Moreover, the results and conclusion have a correlation with the literature in previous chapters. However, the subjectivity and bias of the whole research was practised to be minimal, by following good ethics. Even so it needs to be understood that the researcher could still have had some influence unknowingly because the data needed to be interpreted from the researcher's perspective.

Conclusively, the researchers are usually more interested in studying a phenomenon in-depth or in presenting multiple viewpoints rather than looking for a single truth and universality. As a consequence, qualitative studies are often hard to reproduce as the data emerge from a specified context.

7.2 Recommendations

As it has been said previously that following the whole recruitment cycle is quite a challenging task therefore the use of the recruiter’s knowledge was so vital to the whole project. However future studies can further dig deep into each phase as an individual topic.

Another aspect that could be considered is that a few number of interviewees were selected, because of the whole research methodology and arranging time for conducting the interviews. So, for recommending future researchers can conduct the research on more people or companies so as the generalization and validity can be efficient.

Another interesting topic that developed during the analysis of the research was, how the factors such as language, finance and local legislation. Also contribute to the who recruitment process.

7.3 End remarks

The whole project idea developed after the author had personal experience and faced similar situations, on the topics that have been discussed in this thesis. It was difficult to organise and conduct the whole idea in the initial phase of thesis, not only because of the theoretical understanding but also because of how the collection and extraction of data needed to be done.

However, after good guidance, and help from teachers, supervisor and fellow peers, the whole process began to develop. Also, the corporation from the entrepreneurs and employees was also appreciated, for conducting the interviews and giving the information.

It is also important to state that, as the thesis is being concluded the author has further gained in-depth knowledge on the topics that have been studied, but also has improved on the research part. This project has made the author more skilful for future projects.

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APPENDICES

APPENDIX 1. Guide to a semi-structured interview (Entrepreneurs)

APPENDIX 2. Guide to a semi-structured interview (E)

Appendix 1 Guide to a semi-structured interview

Target Entrepreneurs

Title: Recruitment process for foreign companies in Seinäjoki.

Introductions and Briefing

Environment familiarization

5 Minutes

Questions

Recruitment

1 Who does the recruitment in the company?

2 How many employees do you have?

- Probe

3 How long since you last employed staff?

4 Do you have a process when doing the recruitment?

- Probe

5 Could you describe the recruitment process in the company?

- Probe
- Probe
- Probe
- Probe

- Probe

- Probe

6 how efficient do you think your recruitment is?

30 Minutes

Closing remarks and general discussion.

10 Minutes

Appendix 2 Guide to a semi-structured interview

Target Employees

Title: Recruitment process for foreign companies in Seinäjoki.

Introductions and Briefing

Environment familiarization

5 Minutes

Questions

Recruitment

1 how long have you worked in this company?

2 Do you think there was a structure in recruitment?

- Probe

3 How did you find out about the job and what was required?

- Probe

4 How did you apply for the position or how did you get to contact the company?

5 How were you contacted by the company?

- Probe

6 Did you have an interview?

- Probe

- Probe

7 How were you contacted about your hiring?

8 Describe the situation after you knew you got the job?

9 How long was the who process?

30 Minutes

Closing remarks and general discussion.

10 Minutes